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19 July 1957

TO: Director of Central Intelligence

VIA: Acting Deputy Director (Support)

SUBJECT: Employee Awards - Intelligence Information Reporting  
and Dissemination Improvements

This memorandum contains a recommendation submitted for your approval. Such recommendation is contained in paragraph 4.

1. PROBLEM:

What awards are proper to recognize adequately, the suggestions of four CIA employees which contributed to improved intelligence information reporting and dissemination to the Intelligence Community.

2. FACTS BEARING ON THE PROBLEM:

- a. In our use of the term "Intelligence Community" we include the following:

Departments of State, Army, Navy, Air; The Joint Chiefs of Staff; The Secretary of Defense; The National Security Agency; The Operations Coordinating Board; The Atomic Energy Commission; The Treasury Department (Foreign Assets Control and Coast Guard); The Department of Commerce (Bureau of Foreign Commerce); The Department of Justice (Federal Bureau of Investigation and Immigration and Naturalization Service); The International Cooperation Administration; the United States Information Agency; and such other elements of the Executive Branch which have established a need for these Intelligence reports.

- b. Old System - Before June 1956, "hot" positive intelligence information obtained by Clandestine Services (CS) was usually given an externally teletyped-internally dittoed preliminary dissemination as "PD Reports" (PD); then followed up at some later date by similarly worded, editorially perfected and multilithed Clandestine Services Reports (CS Follow-ups). Examination of Tab A at this point is essential to see the gross aspects of the old system.

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- c. New System - In June 1956, the PD-CS Follow-ups were replaced by a single new Teletype Dissemination Report (TD). Follow-ups were eliminated. All "hot" positive intelligence information is now given a single timely dissemination which reduced teletype traffic by approximately 75%. The bulk of all dissemination, both internal and external, is now multilithed and hand carried to the customer (mentioned in a. above) by fast courier. Examination of Tabs B and C at this point is essential to see the effect of the change.
- d. Line of Duty Status - None of these employees is concerned with establishing reporting procedures. Their duty status is clearly that of using, digesting, evaluating or typing the reports.
- e. Recap of Suggestions - Four employees in three suggestions proposed substantial changes in reporting and dissemination methods. These suggestions also served as catalysts for subsequent improvements by others.

(1) Suggestion #1376 (4 Oct. 54) - Reports Officers [ ] GS-14 and [ ] GS-11, both WE/ [ ] DD/P, jointly proposed a simultaneous preparation of PD and CS Follow-up Reports to eliminate separate ditto and multilith preparations.

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(2) Suggestion #1847 (26 May 55) - Intelligence Officer, [ ] GS-12, FE, DD/P, noted RQM's consideration of the preceding suggestion; then assailed the reports system as a whole, strongly urging elimination of the follow-up itself.

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(3) Suggestion #1937 (14 Jul 55) - Clerk [ ] GS-4, Cable Secretariat, O/DCI, recommended a sterilization process during the original typing of PD's, to provide that all information required to be masked out for sterilization be placed either on a special form, or typed on a separate ditto Form 12.

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f. Other Contributions - Official evaluators completed favorable initial evaluations. Concerned supervising officers also found these suggestions basically sound. Stimulated by suggesters' proposals, 8 concerned officers of several major components [ ]

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[ ] RMS/Mgt/S) began the time consuming and involved process of tearing the suggestions apart, reworking them, discarding unworkable parts after trial and developing new

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→ procedures to meet difficult administrative and technical operating problems not even contemplated in the original suggestions. Ultimately, the combined contributions of the suggester-operator-staff team paid off in development and installation of the present effective and workable TD System.

### 3. DISCUSSION

#### a. Advantages of New System

Adoption of the new system prevented writing, typing, editing, disseminating and other processing of approximately 9,300 CS Follow-up Reports each year. This has saved, and will continue to save each year, at least 55,000 man-hours on the part of all CIA/DD/P personnel who are concerned with these CS Reports. (RQM estimates 55,638 man-hours and Cable Secretariat estimates 58,794 man-hours.) An analysis submitted by RQM as to grade levels of personnel throughout DD/P who deal with these reports produces a dollar translation of these man-hours in the amount of approximately \$150,000 annually.

In addition to these savings there are other categories of savings which do not lend themselves to a dollar assessment without very costly expenditures of time. This Agency has taken into consideration the great benefits accruing to the members of the entire Intelligence Community. Therefore these suggestions would not be subject to referral to those agencies for additional award consideration.

The Committee feels that recognition of savings in these categories can be made via the intangible award procedure:

- Category 1 - The elimination of a number of writings and rewritings, typings and retypings, editings and re-editings, and coordinations of each CS follow-up report issued.
- Category 2 - Curtailment of extensive teletype transmission by the Signal Center; elimination of an extra reproduction and dissemination by Printing Plant #2, Office of Logistics; simplification of sterilization practices for DD/P and Cable Secretariat.
- Category 3 - Elimination of extensive and excessive duplicate mail handlings, receiptings, loggings, readings, extractions and filings throughout

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the Agency. It also follows, of course, that this last category of savings was extended throughout the entire Intelligence Community.

In summary, as a result of these improvements, the reporting work load has been cut more than half (see Tabs B and C) and backlogs of routine CS Reports have been substantially reduced.

While the above shows a substantial cut in man-hours previously consumed, no personnel have been eliminated. Rather, improved utilization of time on the part of personnel handling CS Reports in DD/P has contributed to better quality finished intelligence reports now being written, with corresponding improvements in customer services and evaluations. Furthermore, Reports Officers now have more time to devote to such essential and sometimes previously neglected Intelligence Officer functions as: developing requirements; directing field collection efforts; providing guidance to field personnel in producing more pertinent, accurate and complete reports.

The new procedures, systems and forms completely proved themselves during the past year of actual operations, particularly during the Middle East and Hungarian crises.

b. Recommendations of the Evaluators

In a final evaluation (Tab E) the Chief, RQM/FI/DDP, Cable Secretary, O/DCI, and Chief, Records Management Staff/Mgt/S, DD/S, jointly recommended adoption.

c. Recommendations of the Suggestion Awards Committee

After lengthy and careful study the Committee recommended a total award for Suggestions Nos. 1376 and 1847 in the amount of \$7,500.00 for present and continuing "Exceptional Intangible Benefits of General Application" and \$775.00 for Tangible Savings of an estimated \$150,000.00 in the first year of adoption. This total of \$8,275 to be rounded off to \$8,000 and divided as follows:

Suggestion No. 1376

\$2,000.00  
\$2,000.00

Suggestion No. 1847

\$4,000.00

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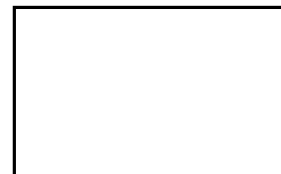
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The Committee then recommended an award for Suggestion No. 1937 in the amount of \$400.00 for "Moderate Intangible Benefits of General Application" and \$55.00 for Tangible savings estimated at \$1,024.00 in the first year of adoption - this total to be rounded off to \$500.00. Both of these motions were voted upon and were unanimously carried.

#### 4. RECOMMENDATION

It is recommended that you approve these awards, as described in paragraph 3c above, and that you approve the release of this Staff Study together with the attached letter to the Civil Service Commission.

FOR THE SUGGESTION AWARDS COMMITTEE:



Chairman

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#### ANNEXES:

- Tab A - Diagram of Old System
- Tab B - Diagram of New System  
June '56 to Jan. '57
- Tab C - Diagram of New System now  
in effect
- Tab D - Memo re Additional Recognition of Staff Officers
- Tab E - Final Joint Evaluation

#### CONCURRENCE:



Chief of Operations, DD/P

23 JUL 1957

Date

The recommendation in paragraph 4 is Approved:

Date

ALLEN W. DULLES  
Director of Central Intelligence

SUBJECT: Employee Awards - Intelligence Information Reporting  
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DISTRIBUTION:

Orig. & 4 - DCI (3 of which to go to  
Civil Service Commission

- 1 - DD/S
- 1 - Executive Registry
- 2 - DD/S
- 1 - Mgt/S
- 1 - DD/P

Mgt/S/JKL:ee (19 July 1957)